Directorate of
ADMINISTRATION
Long Range Plans

Management Staff, October 1982

NATIONAL SECURITY INFORMATION
Unauthorized Disclosure Subject to Criminal Sanctions

WARNING NOTICE
Intelligence Sources and Methods Involved

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Directorate
of
Administration

Strategic Plan
1981-1986

GOALS

1. Personnel is the single most important resource of the Directorate. Consequently, our primary goal is to create a work environment wherein our people are encouraged to develop as individuals and are given opportunity to attain their fullest potential. We must manage an effective career development system which is multi-faceted, maximizing the potential of the employee as well as his/her contribution to the Organization. Each Office shall establish a dynamic personnel management process which provides effective career management for all employees. This process will respond to the changing needs of the Agency and the intelligence profession; develop programs which meet component needs; and establish realistic succession planning for senior management positions. EEO, affirmative action programs, and training shall be incorporated into this goal.

2. In conjunction with our primary goal and of equal importance, each Office shall instill in its employees a renewed sense of discipline and dedication to the high standards and principles espoused by the Agency, particularly in the areas of personal integrity and security. Our objective is to stop the deterioration in security attitudes which have eroded the effectiveness of our mission over the past decade. In addition, we must rekindle an *esprit de corps*, a teamwork approach, and a deep sense of pride in self and mission accomplishment to sustain our personnel, not only throughout their Agency careers, but also during their post employment years.

3. Maximize the effective utilization of existing facilities and space while taking appropriate action for additional needs. Each manager shall give special attention (over and above the general scope of Logistics' responsibility) to the cleanliness and safety of the working environment. There shall be a clear recognition of the interdependence of health and safety on our productivity. The working environment shall be managed and maintained in such a manner that it is conducive to improve morale and that it enhances the efficiency of our activities.

4. All Directorate activities shall be conducted in an efficient manner with emphasis upon streamlining records holdings, reducing waste, avoiding duplication of efforts, using cost savings techniques, and maximum utilization of existing resources. To accomplish this, we must anticipate and aggressively pursue developing requirements and formulate improved mechanisms for inter- and intra-Directorate coordination.

5. Make preparations for supporting unanticipated world-wide intelligence demands and requirements caused by a surge in collection and/or analysis efforts.

6. The Directorate will pay appropriate attention to utilizing R&D programs to exploit "state-of-the-art" capabilities and to ensure that Directorate support is second to none. We must also ensure proper planning for the recapitalization of sources so that the Directorate will fulfill projected missions and functions in a modern and efficient manner.

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7. Establish Disaster/Emergency Planning which focuses attention on contingency planning and develops mechanisms and procedures which will maintain essential support capabilities under adverse conditions. The Directorate must prepare for the continuity of essential functions during periods of national emergency and for the relocation and/or reconstitution of Agency elements.

8. The Directorate's mission in providing services of common concern in a prompt and efficient manner must be emphasized. Directorate support activities must be responsive, innovative, and timely. Our support endeavors will enhance, not impede, the efficiency of Agency operations and assist the accomplishment of its mission.

9. Eliminate those areas of duplication which occur in providing services of common concern. Particular attention should be paid to services provided to our Agency by other government organizations. In addition, identify those areas which could be performed more efficiently by contracting to the commercial markets.

ASSUMPTIONS

1. During the next five years, it is likely that the Agency will experience a continued growth in requirements. As a result, the Directorate may expect increased demands for expanding services. We may expect the resource base of the Directorate to increase; however, there must be continued emphasis on cost effectiveness and efficiency.

2. Anticipated requirements which may call for expanded administrative support are: increase in the Agency's population, expansion of domestic operational activities (DCD, FRD), enlargement of overseas activities, greater use of nonofficial cover and an increase in official cover, more joint Intelligence Community activities, and increased utilization of information handling systems.

3. While we may experience some minor adjustments within our current Directorate structure to adapt to changing and/or expanding requirements, there will not be any major reorganizations.

4. A surge capability for quick responses to unanticipated intelligence demands will be needed and it will require a support structure which is equally flexible.

5. Covert action operations will receive increased emphasis from the policy makers; an effective capability in this area will be developed which will require significant support from the Directorate of Administration working closely with the Directorate of Operations. In addition, we will be required to support quick-reaction, antiterrorism capabilities.

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6. As new technical collection systems continue to be developed, the Directorate will be called upon to support additional general contracting activities, ground stations, and logistics systems.

7. Activities in support of a new building on the Headquarters compound will continue.

8. The emphasis on increased analytical capabilities (languages, country expertise, amalgamation of multiple-source data) will continue and will require additional administrative support in terms of training, physical plant, equipment, etc.

9. The Agency will adopt a multi-year, target-oriented program approach as a budgetary strategy. Support resources will be incorporated into a total program concept.

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Communications

Office of Communications

Strategic Plan 1981-1986

Introduction

This is an abstract of the Strategic Plan of the Office of Communications (OC) for 1981-1990, which forwards the objectives, goals, desires and expectations of the Director of Communications (D/CO). This Plan provides guidance to line managers and sets forth the ideals and values for the Office. A complete Strategic Plan has been furnished to the DDA. ⸜25X1

The goal for the end of the decade is to make the Office of Communications a better organization providing high-quality service to its customers; to have that organization meet its objectives and the objectives of its work force by providing satisfactory conditions to employees and advancement for its people; and, to have the intellectual curiosity to dare to try new approaches and new ideas without abandoning the roots of our past. The perception of the Office of Communications as a group of dedicated professionals, willing to accept new ideas and able to perform successfully in a new environment, must be enhanced.

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Assumptions

The decade of the 1980's will be challenging and turbulent. There will be unexpected and unprecedented requirements to satisfy under varying operational conditions which will demand innovative approaches as well as traditional solutions. 25X1

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Our managerial concepts will become more fluid as resource constraints become tighter. Identification and satisfaction of requirements, through discriminant selection of personnel and systems, are paramount. New initiatives that enhance service to the Agency and contribute to the Office's knowledge will be required. 25X1

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As an organization, OC will meet its responsibilities to its people by ensuring a healthy and challenging working environment, and providing opportunities for its employees to achieve their personal and professional goals.

Goals

The Agency is dependent upon a responsive and reliable communications capability. Our current communications network is old and the ADP systems and general message handling requirements are overtaking our capability to support them. In order for the Office to improve its service profile, we must remain flexible and adaptive, keep pace with changes in technology, imaginatively apply those changes to meet our requirements, adapt new managerial approaches, establish new programmatic and personnel initiatives and enhance our decision making process.

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Our work force must have the skills required to meet our mission. Technical training must be expanded to allow each employee the opportunity to realize his or her fullest potential and maximize their contribution. The refreshment of the managerial ranks is a basic concern. The work environment must be challenging, fair, and as pleasant as possible. Rewards should match those available to others in similar conditions and doing similar work.

Security is a fundamental concern. We will use the best, most efficient, and most secure systems and procedures to protect the Agency's information.

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Our interrelationships with other organizational entities will be srengthened and efforts will be undertaken to make those bonds more effective and efficient.

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Objectives

The following objectives outline the Office's initatives and courses of action for the mid- and long term:

Management

*Ensure responsiveness to Agency guidance and requirements.

*Apply modern managerial techniques.

*Maintain relationships with the Intelligence Community.

*Encourage intellectual curiosity.

*Ensure availability of requisite resources

Personnel

*Improve the processes for selection and qualification.

*Ensure skills training is available.

*Provide opportunity, job enrichment and challenge in the work environment.

*Identify, select and challenge future managers.

*Implement an effective and fair evaluation system.

*Recruit to maintain full staffing in all disciplines.

*Take affirmative action for recruitment of minorities.

*Improve entrance-on-duty, cover- and rotational processing procedures.

Service

*Modernize our existing network.

    *Expand the network.

        - Carrier system.
        - Information processing system.
        - Metropolitan connectivity.

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*Automate field records communications functions.

*Maintain a comprehensive communications security program.

*Expand the threat and vulnerability assesment.

*Enhance the security of III systems through technology.

- Initiate electronic distribution (overseas and domestic).

- Resolve problems with secure storage.

*Develop emergency destruction and sanitization proce-
dures.

- Develop techniques to protect ▢ devices.   25X1

- Develop threat and vulnerability profiles for ▢   25X1
locations.

- Ensure ▢ systems meet emanations and   25X1
transmission security standards.

*Administer a safety and health program.

*Ensure the survivability of telecommunications service
under stress conditions.

*Distribute the network's transmission and switching
resources.

*Provide alternate capabilities to ▢   25X1
Headquarters.

*Distribute message handling functions of Headquarters
Signal Center.

*Improve emergency/off-site communications.

*Provide secure voice and conventional telephone service.

*Complete HSTS.

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*Expand the [_____] network.   25X1

*Support the metropolitan area secure voice radio system.

*Provide new Electronic PABX switches. [_____]   25X1

V. FIRST-YEAR SCHEDULE

The schedule of activities for FY-82 will progress in the following three areas:

Management

*OC will continue to use the management tool of strategic planning. The Office uses this technique in three separate arenas:

*OC Strategic Plan. The Office publishes a Strategic Plan on a biennial basis with mid-term review. Such a review was completed in September 1981 which concluded that good progress was being made toward our goals. Specifically, a reorganization of the Human Resources Management Division has given us a better tool for management and support of our work force; the "OC Recapitalization and General Implementation Plan" was published to serve as the blueprint for our network modernization effort.

[_____]   25X1

*OC/ODP Strategic Plan. Both OC and ODP are actively assisting the Information Handling Architect in his formulation of an IH Strategic Plan. The IHA attended the OC mid-term review and OC is providing staff and manpower resources to that Staff.

*OC will evaluate the strategy of overall management of the Recapitalization Program. Specific action plans will be formulated if indicated.

*OC will revamp the program to further develop the skills of its mid-managers.

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*OC will review and improve the process for selection of managers.

Personnel

*OC-HRD and OC-SSD have merged to improve effectiveness in dealing with personnel matters. The new Division is OC-HRMD.

*OC-HRMD will work with OP to move to bring the Office to full strength.

*OC-HRMD will continue to train employees in current systems and move aggressively into training for the modernization program.

Service

*OC will provide a level and quality of service to the Agency, IC and DTS which are as near our current service as can be accomplished with the available resources.

*OC will continue the significant modernization effort known as the Recapitalization Program. This Program has specific, broad-based support. Planning for this is continuing and maturing. FY-82 funding levels are established. Equipment identification is progressing. (S) A9c2.1

Resource Implications

The first-year schedule can be met within current year budgetary funded levels. Enhancements to the Recapitalization Program could be achieved with added resources as separately documented. Meeting unanticipated requirements or unexpected opportunities will be addressed as necessary.

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DDA/OC STRATEGIC PLAN

OFFICE OF COMMUNICATIONS
OBJECTIVE STATEMENT: Management
REESPONSIBLE OFFICER:
SIGNIFICANT FUNDING AMOUNT: $ None
DATE SUBMITTED: December 1, 1981

● ESTIMATED
   START

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ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S

MANAGEMENT

OC will continue to use the management
tool of strategic planning. The Office
uses this technique in three separate
arenas:

*OC Strategic Plan. The Office
publishes a Strategic Plan on a biennial
basis with mid-term review. Such a
review was completed in September 1981
which concluded that good progress was
being made toward our goals. Specifi-
cally, a reorganization of the Human
Resources Management Division has given
us a better tool for management and sup-
port of our work force; the "OC Recap-
italization and General Implementation
Plan" was published to serve as the
blueprint for our network modernization
effort.

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*OC/ODP Strategic Plan. Both OC
and ODP are actively assisting the
Information Handling Architect in his
formulation of an IH Strategic Plan.
The IHA attended the OC mid-term review
and OC is providing staff and manpower
resources to that Staff.

DDA/OC STRATEGIC PLAN

OFFICE OF COMMUNICATIONS
OBJECTIVE STATEMENT: Management
REESPONSIBLE OFFICER:
SIGNIFICANT FUNDING AMOUNT: $ None
DATE SUBMITTED: December 1, 1981

● ESTIMATED
START

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ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
MANAGEMENT													
*OC will evaluate the strategy of overall management of the Recapital-ization Program. Specific action plans will be formulated if indicated.				●									
*OC will revamp the program to further develop the skills of its mid-managers.												●	
*OC will review and improve the process for selection of managers.									●				

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                        DDA/OC STRATEGIC PLAN

OFFICE OF COMMUNICATIONS
OBJECTIVE STATEMENT: Personnel                              ● FSTIMATED       25X1
REESPONSIBLE OFFICER: [                ]                      START
SIGNIFICANT FUNDING AMOUNT: $ None
DATE SUBMITTED: December 1, 1981
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ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
PERSONNEL													
*OC-HRD and OC-SSD have merged to improve effectiveness in dealing with personnel matters. The new Division is OC-HRMD.			●										
*OC-HRMD will work with OP to move to bring the Office to full strength..								●					
*OC-HRMD will continue to train employees in current systems and move aggressively into training for the modernization program.											●		

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                        DDA/OC STRATEGIC PLAN

OFFICE OF COMMUNICATIONS                                    ● ESTIMATED
OBJECTIVE STATEMENT: Service                                  START
REESPONSIBLE OFFICER:
SIGNIFICANT FUNDING AMOUNT:
DATE SUBMITTED: December 1, 1981
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ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
SERVICE													

*OC will provide a level and quality of service to the Agency, IC and DTS which are as near our current service as can be accomplished with the available resources.

*OC will continue the significant modernization effort known as the Recapitalization Program. This Program has specific, broad-based support. Planning for this is continuing and maturing. FY-82 funding levels are established. Equipment identification is progressing.

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Security

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Office of Security

Strategic Plan
1981-1986

Introduction

  This is the Office of Security Five-Year Plan for the fiscal years 1982 through 1986. Based upon assumptions of increased CIA strength, more operational activity and accelerated automation, the goals and objectives are structured to support increased Agency requirements without an equivalent increase in security resources. These include optimum development and utilization of personnel, increased automation, and research and development of better technical security techniques. Personnel security and support to the Intelligence Community will continue as important activities. Primary objectives and targets for FY 1982 have been delineated by quarters beginning 1 October 1981.

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Assumptions

A. It is assumed that the authorized personnel ceiling of the Agency will increase significantly during the planning period. The majority of this increase will occur in fiscal years 1982, 1983 and 1984. This increased Agency manning authorization will require a commensurate increase in applicant processing actions and in employee personnel security activity.

B. The increase in Agency personnel strength will result in growth in security support requirements. Expansion of domestic operational functions, additional technical collection systems, increased overseas activities, and more joint Intelligence Community responsibilities will each contribute to the increased demand for personnel clearance activities and operational security expertise.

C. Accelerated utilization of information handling systems, both domestically and overseas, will require significantly increased security involvement to ensure the security integrity of these systems. Additional resources, both personnel and funds, will be required to keep pace with the rapid advancements in this technology. The specialized nature of this field will require the recruitment of qualified personnel from outside the Agency as well as the development of expertise from within. This will mandate increased use of the development complement mechanism for extended training requirements.

D. The authorized strength of the Office of Security (OS) will not grow in proportion to the growth of the Agency or to the growth in support requirements. The shortfall must be accommodated through: (1) realignments in functions and personnel; (2) increased efficiencies and cost cutting methods; and (3) introduction of automated information handling technology.

E. Emphasis on efficiency and cost reduction will dictate that the generalist security officer will continue to be the cornerstone of the security program. The typical security officer will be expected to handle personnel security processing, security education, physical and technical security, operational security and overseas security assignments. Consequently, general career development of OS careerists is essential.

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Goals

A. Maintain a viable, worldwide security program to provide the necessary levels of protection for Agency activities, personnel, facilities, and intelligence sources and methods, and assist the Director of Central Intelligence in carrying out his security responsibilities to the Intelligence Community (IC).

B. Assure that personnel management continues to provide a work environment for OS personnel which encourages individual development and provides each employee the opportunity to fully develop potential. Continue to incorporate EEO, affirmative action and training programs into the process. At all levels, encourage dedication to personal integrity, high standards of security, cooperation and teamwork, and a deep sense of pride in self and mission accomplishment. Reaffirm that succession planning for senior management positions remains realistic.

C. Promote efficiency and productivity in the use of human resources by assuring a clean and safe work environment, streamlining records holdings, identifying and eliminating duplications of effort. Use cost saving techniques to maximize the use of existing resources and minimize new resource needs for developing requirements.

D. As a service-oriented Office, respond promptly and efficiently to the Agency's changing needs as they impact upon personnel security, physical security, security education, and personal protection of Agency human and static assets.

E. Utilize research and development programs to exploit "state-of-the-art" capabilities in areas of physical security equipment, audio countermeasure technology, and personal protection hardware.

F. Continue to provide services of common concern to the IC in a prompt, efficient and innovative manner, assuring that they are neither duplicated by other government organizations nor susceptible to more efficient performance by commercial contract.

G. Assure that security support for CIA Disaster/Emergency Planning focuses on contingency planning and provides mechanisms and procedures to maintain essential security support capabilities under adverse conditions.

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Objectives
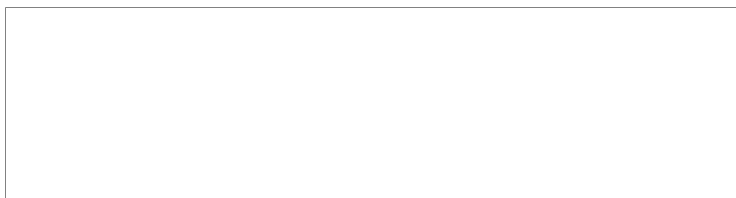
B.   Support the IC through aggressive participation in the DCI Security Committee process, security research and development initiatives; as executive agent of the Interagency Training Center and the 4C automated system; and as executive administrator of Agency funds supporting the construction security requirements of the new American Embassy in Moscow.

C.   Promote the efficiency and increase the productivity of office personnel by providing improved methods for information handling and transfer among components. Within Headquarters and between Headquarters and the field offices, continue the development of the Security Communications Improvement Project (SCIP) and bring the Security Information Management System (SIMS) on line. These systems will automate field office information handling procedures and replace an existing outmoded Security Automated Name Check Activity (SANCa) data base. They will ultimately interface with one another.

D.   Continue the present personnel management policies of (1) acquiring top quality applicants through the Office of Security's Professional Applicant Review Committee (OS/PARC) process, hiring security generalists in a manner attuned to EEO and affirmative action principles; (2) assuring that the OS career development panels afford each employee the opportunity to develop potential to the fullest; and (3) assuring realistic succession planning for senior management positions through the Senior Officer Development Program.

E.   Continue to pursue a vigorous internal Agency security program, the key elements of which are (1) reinvestigations and repolygraphs within the five-year cycle concept; (2) comprehensive indoctrination of new employees, seminars with probationary employees and unit-by-unit reindoctrinations of all Agency elements; (3) aggressive leak investigations of the unauthorized disclosure of classified information; (4) internal agency security audits, emphasizing security procedures and document control; and, (5) industrial security audits, with polygraphs of ___ ___ractor employees.

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F. Recapitalize the Agency's audio countermeasures (ACM) equipment to update the In-Place Monitoring System's (IPMS) current 1965 technology. The new digitally-controlled internal microprocessor elements will interface with other minicomputer and signal analysis equipment to permit automated signal collection, with analysis on-site or at Headquarters on a near real-time basis; The recapitalization also will replace and modernize the current ACM equipment inventory and expand and update the Interagency Training Center.

G. Meet the security threat caused by the dramatic expansion in automated information handling systems by assigning more people to the information systems security program. This expanded program would (1) establish security test and analysis requirements for existing and developing new ADP systems; (2) provide a greater audit capability to monitor Agency, contractor and Agency-operated IC systems; and (3) define network hardware and software security mechanisms, policies and standards for Agency and IC system architectures; (4) determine the security requirements for information processed and stored in Agency word processing systems; and, (5) maintain the dynamic, state-of-the-art information systems security training and education program.

H. The establishment of a regional technical security staff at[   ]providing a faster response to the security needs of Africa.

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I. Support as necessary the Agency's Disaster/Emergency Planning activities.

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First-Year Schedule

The first-year schedule for the Office of Security Five-Year Plan is delineated in the charts which follow.

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Resource Implications

Assuming sufficient resources are allocated to conduct
the basic security program, there are security areas in which
resource shortfalls appear inevitable due to increased taskings
and unfulfilled requirements. Included in this category are
resources to complete the upgrading of our audio countermeasures
effort; to introduce the automation necessary to keep OS abreast
of overall Agency progress in ADP; to develop and institute
effective information systems security programs; and to upgrade
the security of the Headquarters compound, including new building
security requirements. Resources required will include funds and
personnel. The specific requirements are not readily quantifiable
at this time, but details will be furnished as it becomes
feasible to do so.

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Summary of Objective 82-01

Objective Statement: Phased Introduction of Automated Information-
Handling Technology to Office Activities.

The Office has long recognized the increased efficiencies associated with automated information handling technology to office activities. Representatives of the Office of Data Processing (ODP) conducted feasibility studies in FY 1980/1981. In FY 1981, an ODP detailee was assigned to the Office and test bed hardware was obtained. The automation program has two major thrusts: (1) the Security Communications Improvement (SCIP) Project; and (2) the Security Information Management System (SIMS). Project SCIP will significantly upgrade the handling and transfer of information within Headquarters and between Headquarters and the seven OS field offices. Word processing equipment linked through encryption devices and telephone lines will permit transfer of information by electronic mail, eliminating time-consuming mail delays. Project SIMS initially will speed case processing time at Headquarters through an improved data base and terminal upgrade program. Ultimately, this data base will be linked directly to the field offices. FY 1982 funding needs are absorbed by the Office, and approximately $750K is earmarked in the FY 1983 budget for these efforts.

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Office: Security
Objective Statement: Phased introduction of automated information handling technology to office activities.
Responsible Officer:
Significant Funding Amount: $_____N/A_____ FY____
Date Submitted: 1 December 1981

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ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
Security Information Management System (SIMS)		'											
Phase I - SANCA Rewrite Requirements Definition								●					
Preliminary Design Review												●	
Critical Design Review													
Security Communications Improvement Project (Project SCIP)													
Phase I													
Hdqs.-WRD Test Bed								●					
Hdqs.-LARO Test Bed													
Word Processing Equipment Decision													

Summary of Objective 82-02

Objective Statement: Establishing Computer Networking Security Requirements.

        Establish data security requirements, define network hardware and software
security mechanisms, and develop policies and standards for a variety of Agency and
Intelligence Community system network architectures. This objective will determine the
risk to data integrity and confidentiality in Agency networks, define user and system
network security requirements and control mechanisms, and integrate the requirements and
mechanisms into the network architecture. The result will be the establishment of
computer networking policies and standards.

        Within the first year, the Information Systems Security Group will complete a
comprehensive review of CIA and IC network architectures. The objective will be the
identification of controls sufficient for an "acceptable level of security" in networked
systems. Policy will then be developed and formulated.

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Office: Security
Objective Statement: Computer Networking Security
Responsible Officer: [   ] Chief, Information Systems Security Group   ● ESTIMATED   25X1
Significant Funding Amount: $ __N/A_____ FY____   START
Date Submitted: 1 December 1981

ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
Review of various computer network architectures and identify existing controls and areas of vulnerability.		●											
Identify basic requirements for these network architectures.					●								
Determine type of security mechanisms to be implemented in a number of specific networks (i.e., Metronet, Mercury).								●					
Establish policy and standards for security of network systems.												●	

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Summary of Objective 82-03

Objective Statement: Pilot Program for Agency-Wide Security Auditing of ADP Systems.

Define the requirements and develop the programs to establish a comprehensive Agency-wide ADP system auditing function. Within five years, the Information Systems Security Group (ISSG) will be reporting security anomalies in all major Agency computer systems. This security auditing will significantly enhance our ability to detect and correct abnormal activity in Agency computer operations. Within 12 - 24 months, ISSG will establish an on-line threat monitoring system with the capacity to audit user activity on a near real-time basis. This facility will allow ISSG to electronically detect and prevent use of a system for unauthorized purposes.

Within the first year, ISSG will implement an Agency-wide security auditing "pilot" program. This comprehensive effort will allow security to identify exceptions, highlight potential violations, and document abnormal system activity.

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Office: Security
Objective Statement: Pilot program for Agency-wide security auditing of ADP systems
Responsible Officer: _____ Chief, Information Systems Security Group
Significant Funding Amount: $ N/A _____ FY____
Date Submitted: 1 December 1981

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ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
Study and review—current status of Agency computer system auditing.		●											
Determine Agency—systems to be audited and define requirements (exceptions) to be recorded and reviewed by ISSG.					●								
Prepare auditing—programs in coordination with ODP and develop reporting formats.								●					
Review of "exception"—reports and establish process of identifying systems violations by user or group profiles										●			

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Summary of Objective 82-04

Objective Statement: Establish an Initial Operating Capability (IOC) of the 4C System.

As a service of common concern to the Intelligence Community, the Office of Security is responsible for the construction and maintenance of the community wide, computer assisted compartmented control system (4C) to record SCI accessed personnel. An initial operating capability (IOC) for all CIA components is planned for June 1982, with the non-DoD NFIB principals (State, Treasury, FBI) to follow soon thereafter. Accuracy of the existing data must be verified and additional information obtained by reviewing individual security files before the 4C system can be fully programmed.

Contingent upon the availability of _____ the Washington area DoD participants will join the system in the Summer of 1982.

After a "shakedown" period, the system will expand to the unified and specified commands (SAC, CINCEUR, CINCLANT) and major overseas commands in calendar 1983. Once fully operational the 4C system will replace the costly exchange of cables between using elements.

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Office: Security
Objective Statement: Establish an initial operating capability (IOC) of the 4C System.
Responsible Officer: [   ] Chief, Special Security Center
Significant Funding Amount: [   ]   FY 82
Date Submitted: 1 December 1981

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ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
Establish 4C IOC													
SSC/CIB Move to Bldgs.						●							
Training for CIA Customers								●					
4C Main Frame Linkup for Agency [ ]										●			
Training for Non-DoD Agencies											●		
4C Main Frame Linkup for Non-DoD Agencies											●		
Training for DoD Elements												●	
Integrate DoD Records Into 4C Format												●	
4C Main Frame Linkup for DoD Elements In Metro Area												●	
System Shakedown and Debugging													●
Extract data from 24,000 CIA contractor files and input to 4C data base.					●								

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Office:
Objective Statement: Security
Responsible Officer: Develop a Data Base Management Records Retrieval System
Significant Funding Amount: $ N/A FY
Date Submitted: 1 December 1981

by 30 September 1982. .

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ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
Requirements Definition					●								
Feasibility Study						●							
Preliminary Design							●						
Critical Design								●					
Programming									●				
Program Test										●			
Implementation										●			
System Operational											●		
Documentation											●		

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Summary of Objective 82-06

Objective Statement: Task the Office of Security Professional Applicant Review Committee to Ensure That Enough Qualified Candidates are Hired to Fill Three Special Agents' Training Classes in FY 1982.

The Professional Applicant Review Committee of the Office of Security (PARC/OS) is tasked with identifying, interviewing, screening and recommending the selection of candidates for professional employment with the Office. This process, although time-consuming, significantly enhances the quality of the newly-recruited OS professional. Increases in the authorized professional manning of the Office in FY 1982 and FY 1983 necessitate a very active PARC selection process. Three Special Agents' Training Classes are scheduled during FY 1982 to train the new employees.

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Office: Security
Objective Statement: Task the OS Professional Applicant Review Committee (PARC) to ensure that enough qualified
Responsible Officer: candidates are hired to fill three Special Agents'
Significant Funding Amount: $ N/A   FY   Training Classes in FY 1982.
Date Submitted: 1 December 1981

● **ESTIMATED START**

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ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
Class No. 59 (18 members)					●								
Class No. 60 (approx. 15 members)								●					
Class No. 61 (approx. 15 members)													

SECRET

Summary of Objective 82-07

Objective Statement: Reduce the Deterioration in Security Attitudes Eroding the Effectiveness of the Agency Mission by Conducting at Least 50 Percent of the Remaining Security Reindoctrination Briefings.

The Office of Security has an ongoing security reindoctrination program designed to afford each Agency employee a refresher briefing on basic security policies and procedures. This program is now in its second year and has been highly successful. There are 26 offices/staffs remaining to be done. These range from large offices such as NPIC to small, independent staffs. It is projected that reindoctrination of at least 50 percent of these remaining units will be completed by 30 September 1982.

SECRET

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Office: Security	

Objective Statement: Reduce the deterioration in security attitudes eroding the effectiveness of the mission
Responsible Officer: _____ Chief, Security Education Group of the Agency. ● **ESTIMATED**
Significant Funding Amount: $ __N/A__ FY____ **START**
Date Submitted: 1 December 1981

ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
Security ————————————————— Reindoctrination Briefing Program (percentage/ scheduled completed)					●								

Medical

Office of
Medical Services

Strategic Plan
1981-1986

Introduction

The Office of Medical Services (OMS) has the responsibility of implementing the Agency's medical programs both in the United States and overseas. These programs are concerned with promoting and maintaining the physical and mental fitness of all Agency employees, and dependents when applicable; providing psychological assessments for job suitability; and providing medical support to operational activities. Because of the rigorous demands of Agency service and need for maintaining security, the CIA requries a level of medical involvement and support which goes beyond that of other agencies.

Assumptions

A. The challenge which OMS will face during the next five years is a continued growth in the Agency and requirements which will result in demands for increased services. Therefore, OMS must plan to use its modest resources to meet these demands through creative medical management, improved technology, and innovation.

B. Over the next five years record-keeping and information-processing needs will continue to grow. The ability to integrate data in psychological, psychiatric, and medical files with relevant data in Human Resource System (HRS) will allow intelligent decisions and quick responses to administrative as well as medical questions. It will provide the Agency with a resource that was unobtainable in the past.

C. Anticipated requirements in covert actions will place additional demands on the types of medical support required including training.

D. Renewed awareness in the need for Emergency/Disaster Planning.

E. Increased terrorist activities and other adverse overseas conditions requiring expanded medical services (particularly psychiatric) overseas and following overseas assignments for employees and their dependents.

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F. Within the next few years the Agency will be confronted with an increasing number of real and perceived health problems related to "occupational" exposures.

G. Utilizing behavioral science techniques in crisis management has provided the decision maker with an effective management tool. It is anticipated that the threat posed by international terrorist activity will escalate during the next five years increasing the demand for the expertise of the Center for Counterterrorism and Crisis Response (CCCR).

Goals

A. Employees are the most important Agency assets. Accordingly, OMS' primary goal is to assist in the selection and retention of the most qualified and suitable individuals for Agency employment through creative medical management, innovation, training, and improved technology.

B. Integrate medical data base (MEDSIGN) with the unified Personnel file. As such, it will function as a subset of this file and aid to complete the "one man-one record" concept envisioned in the Agency's Human Resource System (HRS).

C. Develop an ability to transmit and receive medical data on applicants and Agency dependents from the Ames medical facility to Headquarters medical facility. This will allow rapid and accurate responses to administrative and medical questions and shorten processing time.

D. Review current medical orientation and training programs, refine existing programs, and develop new programs to support the Agency mission.

E. In concert with DDA, develop OMS' segment of the disaster/emergency procedures and plans which will maintain essential OMS capabilities under adverse conditions.

F. With aid of computer software, meet current and projected increases for Psychological Services Division (PSD) assessment and research services.

G. In anticipation of increasing requirements, expand CCCR training capabilities and develop effective coordination with other Agency and U.S. Government components.

Objectives

A. Upgrade MEDSIGN in stages, starting with "MEDSIGN II." This will integrate the administering and monitoring of medical processing procedures with other Human Resource Systems (PERSIGN STAFFING, CENQUAL).

B. "MEDSIGN III" will build on "MEDSIGN II" and integrate other systems in the medical data base (CAMPS), such as CLINSTAT, MEDANE, and MEDSTAT to allow more efficient management of all health-related information.

C. Develop system to transmit and receive uniform testing results from Ames medical facility to Headquarters medical facility.

D. Conduct a critical review of all medical briefings, lectures, and training courses with regard to need, content, consumer, and priority.

E. Develop a cadre of briefing/training experts from existing OMS personnel and insure continuing program review and "updating" consistent with Agency requirements.

F. Develop a medical annex to the Agency Disaster/Emergency Plan.

G. Develop a generalized report -- writing software package that will automate numerous types of PSD test reports (e.g., PATB skill bank reports) -- being currently handwritten.

H. Expansion of overseas psychiatric services and assistance in re-adjustment problems following overseas assignments.

I. Establishment of an expanded psychiatric input into the case officer-agent relationship.

J. Cross-train and supplement existing CCCR personnel, as needed.

K. Develop effective coordination with other Agency and U.S. Government components.

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Resource Implications

      A. MEDSIGN II and III objectives

          The continued presence of the <u>current</u> MSA
is crucial for continuity in the completion of this
project. In addition, the need for a full-time programmer
(requested in ODP FY 83 budget) is vital for a timely
completion of these objectives.

      B. Transmit and receive applicant and dependent testing
results from Ames to Headquarters medical facility and
Headquarters medical facility to Ames, respectively.

          Installation of a Commo link from Ames To
Headquarters in final quarter of FY 82.

      C. OMS' medical education and training programs.

          for FY 82 (already budgeted)

      D. Develop medical annex to Agency Disaster/Emergency Plan.

          None in FY 82. Unable to determine funding
for outyears until Agency requirements known.

      E. Generalized report writing software package

          contract funds (FY 82 unfunded
requirement) for software package and   for FY 83
for   new Delta Data 7268 Terminals.

      F. Expansion of overseas psychiatric services.

          for TDY travel (Require FY 82
Unfunded requirement).

      G. CCCR objectives of crosstraining and coordination.

          for TDY travel (in FY 82 budget)

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Office: OFFICE OF MEDICAL SERVICES/Clinical Activities Division
Objective Statement: MEDSIGN II Integration
Responsible Officer:
Significant Funding Amount: *See Below   FY 82
Date Submitted: 1 December 1981   *Full-time Programmer FY 83 (requested in OUP FY 83 Budget)

● **ESTIMATED START**

ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
1. Complete Functional Requirements Study			●										
2. Complete Specifications Requirements Study					●								
3. Complete Data Base Specifications Study							●						
4. Complete Program Specifications Study									●				
5. Programming (a) Dictionary and Data List Modification											●		
(b) Complete procedures for PERSINI/Interface file operation												●	
(c) Prepare initial load DATASET													

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Office: OFFICE OF MEDICAL SERVICES/Selection Processing Division
Objective Statement: Develop system to transmit and receive uniform testing results from Ames medical facility to
Responsible Officer: _____   Headquarters medical facility ● **ESTIMATED**
Significant Funding Amount: $ *See Below   FY 82   **START**
Date Submitted: 1 December 1981   *Installation of a Commo link from Ames to Headquarters last quarter of FY 82

ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
1. Coordinate with SPD/OMS ———————————————●													
2. Establish uniform——— medical testing criteria							●						
3. Complete installation—— of Commo link												●	

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Office: OFFICE OF MEDICAL SERVICES/Field Operations Division
Objective Statement: OMS Medical Education and Training Program
Responsible Officer:
Significant Funding Amount: FY 82
Date Submitted: 1 December 1981

● ESTIMATED
START

ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
1. Begin OMS Training and Education Program Review				●									
2. Begin In-house OMS (MB feasibility study				●									
3. Complete A						●							
4. Begin update of briefing, training outlines and training aids						●							
5. Identify areas currently in need of but not receiving training assistance							●						
6. Complete B							●						
7. Determine new requirements (near and long-term)							●						

(continued)

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Office: OFFICE OF MEDICAL SERVICES/Field Operations Division (continued)
Objective Statement: OMS Medical Education and Training Program
Responsible Officer:
Significant Funding Amount: _____ FY 82
Date Submitted: 1 December 1981

● **ESTIMATED**
START

ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
8. Complete update and consolidation of OMS Training and Education Program									●				
9. Initiate in-house CME program if feasible									●				
10. Complete update and or development of outlines for all briefings and training courses										●			
11. Full implementation of training cadre and participation schedule										●			
12. Initiate continuing review and update program													●

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Office: OFFICE OF MEDICAL SERVICES/Registrar & Support Division
Objective Statement: Develop a Medical Annex to the Agency Disaster/Emergency Plan
Responsible Officer:
Significant Funding Amount: *See below   FY 82
Date Submitted: 1 December 1981   *Unable to determine outyear funding until Agency requirements known

● ESTIMATED
   START

ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
1. Establish OMS Emergency Planning Team				●									
2. Appointment OMS Employees to Agency Team						●							
3. Initiate Planning Process in concert with DDA								●					
4. Identify Resource Requirements											●		
5. Prepare OMS Annex to Agency Plan													●

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Office: OFFICE OF MEDICAL SERVICES/Psychological Services Division
Objective Statement: Develop a generalized report uniform software package
Responsible Officer:
Significant Funding Amount: (unfunded)   FY 82
Date Submitted: 1 December 1981   Budget for $36,000 in FY 83

● **ESTIMATED**
   START

ACTIVITIES PLANNED	FY-82	O	N	D	J	F	M	A	M	J	J	A	S
1. By end of 1st Fiscal Quarter, 1982, accept the P-STAT proposal, obligate the contract funds, and start the contract.				●									
2. Begin developing, by the 3rd quarter of FY 82, the actuarial model for the generation of skills bank reports.									●				
3. By the end of FY 82, budget for the acquisit- ion (in early FY 83) of three Delta Data 7268 Terminals.												●	

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